

Tuesday 16 January 2024 – Morning

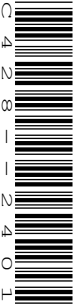
Level 3 Cambridge Technical in Business

05837/05878 Unit 15: Change management

RESOURCE BOOKLET

Time allowed: 1 hour 30 minutes

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INSTRUCTIONS

- Use this Resource Booklet to answer **all** the questions.
- Do **not** send this Resource Booklet for marking. Keep it in the centre or recycle it.

INFORMATION

- The business described in this Resource Booklet is fictitious.
- This document has **5** pages.

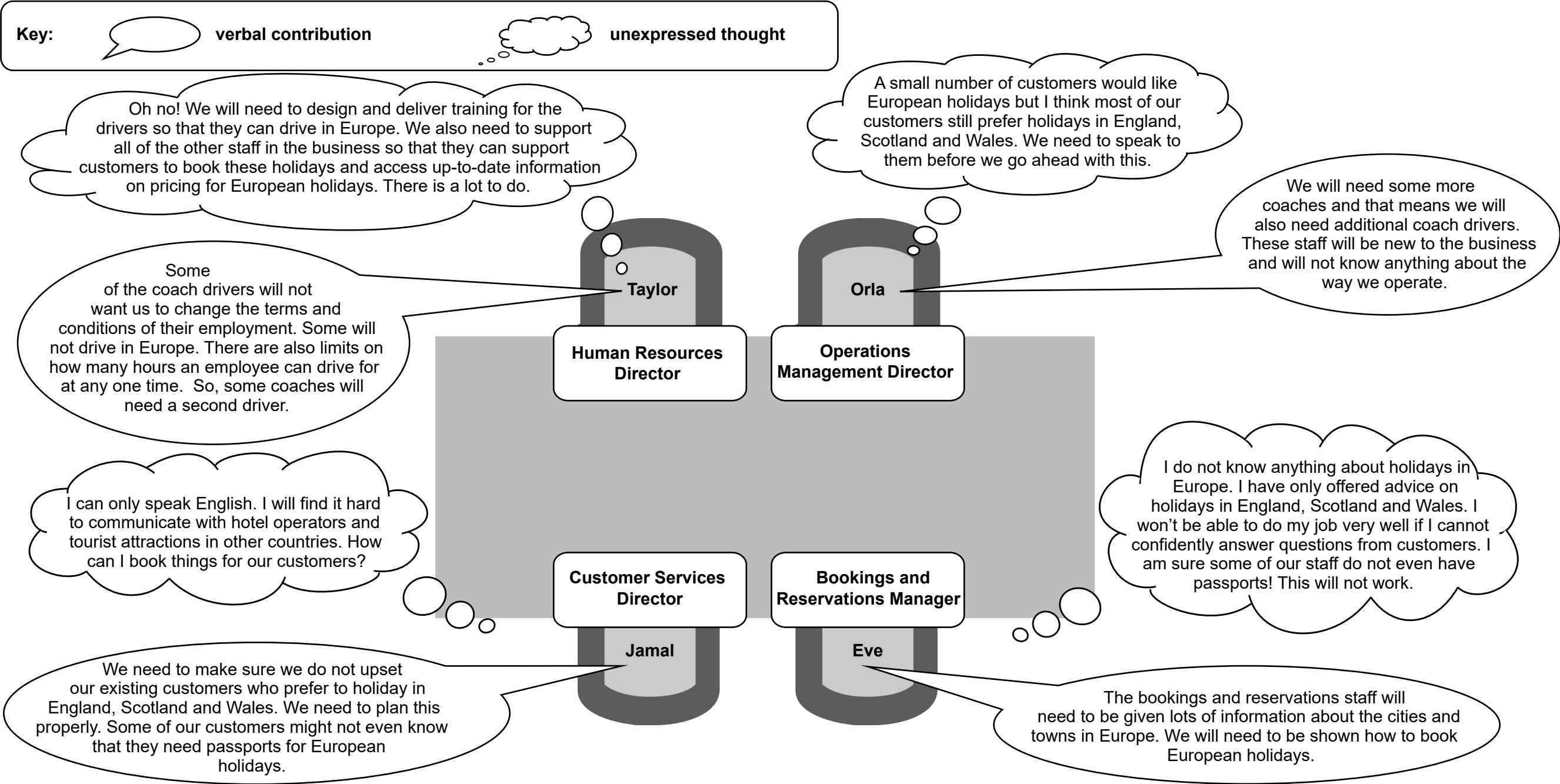
Resource 1

Orpington Tours Ltd (OP Tours Ltd) is located near London, England. OP Tours Ltd sells coach holidays throughout England, Scotland and Wales. The company benefits from a good reputation and has many loyal customers who return year after year. The company offers holidays which involve travelling around the country by coach and visiting different places of interest along the route. In the last two years interest rates have fallen significantly and changes in exchange rates have led to the value of the pound rising against most other currencies. In addition, national unemployment has fallen by 12% in that time. The company's three directors think these factors have led to a change in the market. In recent months some of the company's once loyal customers have booked European coach holidays with its competitors. All of the company's directors have concerns about the current direction of the business.

The directors of OP Tours Ltd have decided that in addition to its existing holidays, it will sell European holidays. These will involve customers visiting towns and cities in one or more countries in Europe, by coach. OP Tours Ltd will book hotels in Europe for customers as part of this package. Until now the company has only booked hotels for customers in England, Scotland and Wales. The company's coach drivers are concerned about whether they will understand driving laws and rules in other countries. The directors are considering how they can address these knowledge and skills gaps. The directors also plan to address knowledge gaps for other staff in the business so that the correct advice and pricing information is given to customers.

Taylor, OP Tours Ltd's Human Resources Director, will be responsible for making sure that all staff have the necessary knowledge and skills to ensure the European holidays are safe. Orla, OP Tours Ltd's Operations Management Director, will take responsibility for planning the European tours and choosing which cities and towns will be visited. Orla will also take responsibility for sourcing additional coaches. Jamal, OP Tours Ltd's Customer Services Director, will be responsible for collecting and analysing customer feedback and sharing this regularly with the other directors.

Orla has organised a change management meeting. Below is a summary of the main contributions and thoughts of those who attended this meeting.



Resource 2

It is now 15 months since OP Tours Ltd introduced its European holidays. Eve and Jamal have collected some feedback from holidaying customers. Taylor has collected some feedback from the staff who have been working on the European tours. A report showing Key Performance Indicators (KPIs) before and after the change has also been prepared.

Feedback from staff who have been working on the European tours

- “The coaches are being driven for greater distances and longer periods of time which means that each coach has two drivers rather than one. I really enjoy having the opportunity to work alongside another coach driver.” **Sasha (Coach driver)**
- “I find it hard to drive in other countries. I had three accidents in six months. I have never had an accident whilst driving in England, Scotland or Wales. I never wanted anything to change and still wish it had not.” **Rishi (Coach driver)**
- “I find it hard to organise things in European countries. I can only speak English and this worries me as I now feel that I am bad at my job. If the customers are unhappy then I could lose my job as a result.” **Ryan (Customer Services assistant)**
- “Some of our customers are still booking European holidays with our competitors. That wasn’t supposed to happen.” **Shanti (Customer Services assistant)**

Feedback from holidaying customers

- “I have used OP Tours Ltd for holidays in England, France and Portugal. They were all excellent and I would highly recommend the company.” **Ms T**
- “Since the company started to offer European holidays, the quality of the holidays in England has fallen significantly.” **Mr Y**
- “I rang up to book a holiday to Spain and was told it would cost us £350 per person. I booked the holiday at that price. Two days later, I received a phone call asking me to pay another £150 per person. The staff do not appear to know what they are doing.” **Mr P**

Key Performance Indicators (KPIs)		
	<u>Before</u> the change	<u>After</u> the change
Average number of passengers per month	4241	5570
Percentage of coaches leaving from their scheduled pickup points on time	88%	71%
Average cost of diesel per holiday	£2055	£3950
Average number of customer complaints received per month	9	31



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